

FHCS Report by Agency

(14) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,905	100,656	17.4%	12.5%	42.2%	44.3%	21.3%	18.6%	12.3%	15.9%	6.1%	8.2%	0.8%	0.5%
AID	803	560	20.2%	13.6%	46.8%	46.8%	16.9%	21.6%	9.3%	13.5%	6.2%	3.9%	0.6%	0.6%
DHS	10,476	N/A	12.2%	N/A	37.7%	N/A	21.2%	N/A	17.6%	N/A	10.9%	N/A	0.5%	N/A
DOC	4,021	4,134	19.1%	12.1%	41.3%	45.6%	22.3%	20.3%	10.9%	14.6%	5.1%	6.6%	1.2%	0.9%
DOE	1,485	922	18.7%	10.6%	47.0%	51.0%	18.6%	16.4%	10.4%	13.6%	4.9%	7.5%	0.3%	0.9%
DOI	5,187	5,412	15.8%	11.4%	42.0%	46.3%	23.0%	19.0%	12.4%	15.9%	6.3%	6.9%	0.5%	0.6%
DOJ	7,701	4,363	18.3%	8.7%	40.3%	43.2%	20.9%	20.9%	13.6%	16.9%	6.0%	9.9%	0.9%	0.5%
DOL	4,082	4,105	17.4%	11.2%	41.1%	44.5%	20.5%	18.6%	13.3%	16.0%	6.8%	8.9%	0.9%	0.8%
DOT	4,950	3,003	14.9%	10.6%	42.9%	45.9%	20.3%	18.1%	13.8%	16.5%	7.4%	8.5%	0.8%	0.5%
EDUC	2,408	1,671	18.6%	13.0%	41.2%	43.9%	17.7%	17.7%	12.8%	15.0%	8.4%	9.7%	1.3%	0.8%
EPA	6,895	5,666	21.3%	12.0%	44.7%	48.9%	18.5%	17.4%	10.5%	13.7%	4.1%	7.4%	0.8%	0.5%
GSA	2,869	2,559	26.1%	17.7%	40.4%	45.4%	18.2%	15.4%	9.5%	13.0%	5.1%	7.3%	0.7%	1.1%
HHS	4,653	4,862	18.0%	13.8%	40.7%	40.9%	21.2%	19.3%	12.7%	16.7%	6.3%	8.7%	1.1%	0.6%
HUD	5,343	1,246	17.3%	9.8%	38.3%	45.6%	23.7%	18.0%	12.3%	15.3%	7.3%	10.4%	1.2%	0.9%
NASA	4,766	4,225	26.6%	17.5%	46.8%	52.6%	16.4%	15.4%	6.8%	10.5%	3.0%	3.5%	0.4%	0.6%
NSF	778	441	26.7%	16.2%	40.0%	43.1%	16.1%	17.6%	11.7%	12.9%	4.1%	9.2%	1.4%	0.9%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

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(14) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,905	100,656	17.4%	12.5%	42.2%	44.3%	21.3%	18.6%	12.3%	15.9%	6.1%	8.2%	0.8%	0.5%
OMB	249	249	24.7%	12.7%	48.4%	50.1%	14.6%	15.7%	9.1%	14.2%	2.4%	7.4%	0.8%	0.0%
OPM	1,539	1,311	17.3%	12.4%	39.9%	44.0%	22.2%	19.3%	12.7%	14.9%	6.9%	7.9%	1.0%	1.4%
SBA	1,661	881	13.7%	13.0%	41.1%	39.3%	23.8%	21.8%	12.6%	16.1%	7.2%	9.3%	1.6%	0.5%
SSA	1,172	1,023	11.9%	10.7%	36.2%	39.5%	29.7%	20.0%	14.2%	19.4%	6.8%	8.6%	1.2%	1.8%
State	1,272	689	23.2%	10.0%	41.7%	47.3%	21.7%	18.7%	9.2%	17.9%	3.9%	6.0%	0.2%	0.0%
Treasury	5,677	7,314	18.0%	13.2%	45.8%	45.4%	19.9%	18.6%	10.2%	13.7%	5.2%	7.9%	0.8%	1.2%
USDA	10,403	10,441	14.7%	10.0%	46.0%	48.5%	21.6%	20.1%	12.7%	14.8%	4.6%	6.1%	0.5%	0.4%
VA	3,344	2,388	17.9%	17.9%	41.7%	41.3%	21.0%	16.0%	11.2%	14.1%	7.4%	10.7%	0.8%	0.1%
Small Agencies	15,964	N/A	18.5%	N/A	41.5%	N/A	21.2%	N/A	11.8%	N/A	5.9%	N/A	1.1%	N/A
All DoD	40,191	32,559	18.5%	12.0%	43.1%	44.3%	21.0%	18.9%	11.7%	16.8%	5.0%	7.8%	0.7%	0.3%
Army	8,406	8,964	20.7%	11.9%	41.5%	43.8%	20.6%	18.9%	11.7%	17.3%	4.8%	7.8%	0.6%	0.3%
ACE	6,295	711	19.0%	12.8%	46.3%	49.6%	19.6%	15.5%	10.4%	15.8%	4.1%	6.2%	0.6%	0.0%
Air Force	8,696	6,545	18.4%	12.8%	43.2%	44.9%	19.7%	19.7%	12.2%	15.7%	5.7%	6.7%	0.8%	0.2%
Navy	9,510	9,043	16.5%	12.2%	45.5%	44.7%	22.1%	18.7%	10.9%	15.9%	4.3%	8.2%	0.7%	0.3%
Marine Corps	764	658	19.9%	10.5%	39.9%	39.1%	22.5%	18.5%	11.4%	20.5%	6.2%	11.1%	0.2%	0.2%
Other DoD	6,520	6,638	17.2%	10.0%	41.0%	42.1%	22.4%	19.5%	13.0%	18.9%	5.4%	9.1%	0.9%	0.4%

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FHCS Report by Agency

(15) My work unit is able to recruit people with the right skills.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,896	100,656	9.4%	6.5%	34.3%	31.3%	28.3%	23.0%	16.9%	23.7%	8.0%	12.9%	3.0%	2.5%
AID	803	560	9.6%	4.9%	43.2%	38.0%	23.3%	22.5%	15.8%	24.4%	6.3%	8.6%	1.9%	1.4%
DHS	10,469	N/A	5.7%	N/A	24.3%	N/A	33.5%	N/A	19.4%	N/A	12.8%	N/A	4.4%	N/A
DOC	4,021	4,134	10.9%	7.6%	42.4%	39.1%	23.8%	24.5%	13.2%	19.0%	5.6%	7.1%	4.0%	2.7%
DOE	1,485	922	9.9%	6.2%	38.2%	30.1%	25.9%	21.4%	15.7%	24.6%	8.3%	13.9%	2.0%	3.8%
DOI	5,186	5,412	8.7%	6.1%	34.7%	35.0%	29.2%	22.4%	17.7%	24.2%	7.3%	10.3%	2.4%	2.0%
DOJ	7,701	4,363	11.3%	6.5%	36.4%	32.8%	27.9%	24.1%	14.6%	20.5%	6.4%	14.6%	3.4%	1.5%
DOL	4,082	4,105	9.1%	6.5%	36.6%	34.8%	27.6%	24.9%	15.1%	19.8%	7.0%	9.9%	4.6%	4.1%
DOT	4,951	3,003	4.1%	5.9%	28.1%	30.5%	25.6%	21.8%	22.3%	25.1%	15.5%	14.5%	4.4%	2.2%
EDUC	2,408	1,671	9.7%	7.5%	31.8%	26.0%	26.7%	21.4%	17.0%	25.8%	10.3%	14.9%	4.5%	4.4%
EPA	6,895	5,666	11.6%	5.8%	37.5%	34.1%	26.0%	22.7%	15.5%	23.3%	6.4%	11.2%	3.0%	2.9%
GSA	2,869	2,559	14.4%	11.1%	36.8%	33.1%	26.0%	23.0%	12.4%	19.5%	6.2%	9.7%	4.2%	3.6%
HHS	4,653	4,862	10.5%	8.9%	36.9%	38.0%	27.7%	21.7%	15.6%	21.0%	6.5%	8.3%	2.7%	2.2%
HUD	5,343	1,246	5.9%	3.5%	23.5%	24.1%	31.1%	22.6%	21.7%	26.3%	13.4%	19.0%	4.5%	4.5%
NASA	4,766	4,225	12.2%	8.9%	36.1%	32.1%	25.4%	21.4%	16.5%	22.6%	7.5%	12.8%	2.3%	2.2%
NSF	778	441	16.5%	13.0%	41.3%	36.4%	26.1%	22.9%	11.5%	18.6%	2.9%	6.1%	1.7%	3.0%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(15) My work unit is able to recruit people with the right skills.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,896	100,656	9.4%	6.5%	34.3%	31.3%	28.3%	23.0%	16.9%	23.7%	8.0%	12.9%	3.0%	2.5%
OMB	249	249	28.5%	16.0%	52.9%	59.6%	13.9%	13.4%	2.7%	7.6%	2.0%	3.4%	0.0%	0.0%
OPM	1,539	1,311	9.6%	8.6%	36.7%	37.2%	26.9%	23.3%	14.2%	19.8%	8.5%	7.7%	4.1%	3.4%
SBA	1,661	881	4.8%	3.8%	18.2%	18.3%	29.5%	23.1%	17.2%	23.3%	22.8%	27.1%	7.4%	4.4%
SSA	1,172	1,023	6.4%	4.8%	27.6%	27.2%	33.0%	21.9%	19.3%	25.4%	9.4%	15.5%	4.2%	5.2%
State	1,272	689	14.6%	7.9%	40.9%	33.1%	24.6%	22.7%	14.3%	24.3%	3.4%	10.4%	2.2%	1.6%
Treasury	5,677	7,314	7.0%	4.6%	31.8%	27.3%	28.9%	23.6%	18.4%	25.6%	9.4%	15.3%	4.4%	3.6%
USDA	10,402	10,441	6.7%	4.7%	33.2%	32.5%	31.6%	25.0%	18.3%	25.2%	7.8%	10.8%	2.4%	1.8%
VA	3,344	2,388	13.5%	6.9%	38.5%	29.7%	24.8%	22.2%	15.2%	25.2%	6.0%	14.3%	2.1%	1.7%
Small Agencies	15,964	N/A	12.6%	N/A	37.5%	N/A	25.6%	N/A	13.6%	N/A	6.8%	N/A	3.8%	N/A
All DoD	40,190	32,559	9.4%	6.9%	35.4%	31.3%	28.5%	23.1%	16.8%	23.5%	7.4%	12.7%	2.5%	2.5%
Army	8,405	8,964	12.0%	7.2%	37.4%	31.7%	26.2%	22.2%	15.6%	24.2%	7.1%	12.4%	1.7%	2.3%
ACE	6,295	711	9.3%	7.9%	39.8%	32.9%	27.9%	23.3%	15.2%	21.8%	5.9%	11.4%	2.0%	2.8%
Air Force	8,695	6,545	9.0%	7.8%	35.7%	32.9%	28.6%	24.4%	16.5%	22.4%	7.5%	10.6%	2.7%	2.1%
Navy	9,510	9,043	7.3%	6.6%	33.7%	32.1%	30.4%	22.3%	18.1%	23.2%	7.7%	13.3%	2.8%	2.6%
Marine Corps	765	658	10.1%	4.7%	34.2%	27.8%	28.9%	24.0%	16.4%	26.2%	8.6%	15.2%	1.8%	2.1%
Other DoD	6,520	6,638	8.2%	5.6%	32.2%	26.5%	30.0%	24.3%	18.1%	24.6%	8.0%	15.7%	3.6%	3.3%

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FHCS Report by Agency

(16) The skill level in my work unit has improved in the past year.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,895	100,656	13.6%	15.8%	37.2%	40.5%	29.1%	20.2%	12.8%	16.0%	5.2%	5.5%	2.2%	1.9%
AID	803	560	13.2%	14.3%	40.9%	37.4%	25.6%	23.5%	11.9%	18.0%	5.3%	6.2%	3.0%	0.6%
DHS	10,474	N/A	11.7%	N/A	40.3%	N/A	25.5%	N/A	13.7%	N/A	7.0%	N/A	1.9%	N/A
DOC	4,021	4,134	13.6%	14.8%	38.9%	41.4%	29.1%	24.0%	11.7%	13.6%	3.7%	3.8%	3.0%	2.4%
DOE	1,485	922	13.4%	15.3%	38.4%	38.7%	28.9%	21.8%	12.9%	15.5%	4.9%	6.1%	1.4%	2.6%
DOI	5,184	5,412	11.7%	15.5%	35.9%	42.9%	31.6%	20.2%	14.7%	15.1%	4.7%	4.5%	1.5%	1.8%
DOJ	7,701	4,363	14.1%	13.3%	36.2%	39.6%	29.1%	21.1%	13.7%	17.3%	4.1%	7.0%	2.8%	1.7%
DOL	4,082	4,105	13.3%	15.3%	37.8%	42.8%	28.0%	20.6%	12.4%	13.3%	5.5%	5.9%	3.0%	2.2%
DOT	4,948	3,003	8.6%	13.6%	33.7%	41.8%	31.2%	19.3%	15.4%	16.0%	8.7%	7.2%	2.5%	2.2%
EDUC	2,408	1,671	12.4%	13.8%	34.7%	39.3%	28.6%	22.0%	13.6%	16.8%	6.7%	5.6%	3.9%	2.6%
EPA	6,895	5,666	12.3%	11.7%	34.4%	37.9%	32.5%	24.6%	13.4%	16.9%	4.7%	5.7%	2.7%	3.1%
GSA	2,869	2,559	21.5%	20.4%	37.9%	43.0%	24.5%	18.1%	9.4%	12.8%	4.2%	3.7%	2.4%	2.1%
HHS	4,653	4,862	13.9%	16.2%	37.1%	40.9%	30.1%	21.0%	11.4%	15.3%	5.2%	4.1%	2.4%	2.5%
HUD	5,343	1,246	10.5%	12.5%	33.0%	39.2%	32.1%	22.2%	14.1%	17.4%	7.6%	6.5%	2.8%	2.2%
NASA	4,766	4,225	13.9%	18.1%	35.6%	39.5%	31.3%	21.6%	12.7%	14.5%	4.0%	4.2%	2.6%	2.2%
NSF	778	441	17.2%	21.3%	33.8%	35.9%	29.9%	19.6%	12.2%	14.6%	3.0%	5.4%	3.9%	3.3%

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(16) The skill level in my work unit has improved in the past year.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,895	100,656	13.6%	15.8%	37.2%	40.5%	29.1%	20.2%	12.8%	16.0%	5.2%	5.5%	2.2%	1.9%
OMB	249	249	15.1%	14.3%	38.4%	44.4%	35.0%	22.8%	6.1%	11.8%	2.8%	3.2%	2.5%	3.4%
OPM	1,539	1,311	13.2%	15.9%	37.1%	42.4%	27.1%	19.5%	13.5%	15.3%	5.9%	4.2%	3.2%	2.8%
SBA	1,661	881	8.7%	13.8%	31.2%	36.5%	30.3%	23.6%	16.0%	17.8%	11.1%	6.8%	2.7%	1.5%
SSA	1,172	1,023	11.5%	14.3%	37.4%	38.3%	28.4%	18.0%	12.4%	17.3%	6.8%	7.6%	3.6%	4.5%
State	1,272	689	15.6%	14.4%	34.3%	39.9%	30.4%	20.4%	11.2%	19.6%	2.6%	3.4%	5.9%	2.3%
Treasury	5,677	7,314	11.1%	14.4%	39.2%	42.0%	29.9%	19.9%	10.8%	15.4%	5.6%	5.3%	3.4%	2.9%
USDA	10,402	10,441	11.5%	13.4%	38.8%	43.3%	29.6%	21.2%	13.7%	15.6%	4.5%	5.2%	1.9%	1.4%
VA	3,344	2,388	18.5%	20.9%	38.7%	44.7%	28.0%	16.2%	10.1%	13.2%	4.3%	3.7%	0.4%	1.4%
Small Agencies	15,964	N/A	13.6%	N/A	36.0%	N/A	29.9%	N/A	11.9%	N/A	4.5%	N/A	4.0%	N/A
All DoD	40,189	32,559	13.6%	15.6%	36.3%	38.6%	29.4%	21.1%	13.4%	17.1%	5.0%	6.0%	2.2%	1.6%
Army	8,407	8,964	16.3%	15.3%	36.7%	38.0%	27.9%	22.2%	11.9%	16.8%	5.0%	6.0%	2.2%	1.7%
ACE	6,295	711	12.9%	18.2%	38.0%	42.0%	29.9%	15.8%	13.4%	17.5%	4.0%	5.5%	1.8%	1.1%
Air Force	8,694	6,545	13.4%	16.3%	35.0%	39.6%	29.8%	21.0%	14.1%	15.9%	5.3%	5.7%	2.4%	1.4%
Navy	9,509	9,043	11.6%	15.9%	36.8%	39.1%	31.2%	20.1%	13.6%	17.5%	4.8%	5.7%	2.0%	1.7%
Marine Corps	765	658	13.6%	14.3%	39.2%	36.2%	28.0%	22.5%	11.9%	18.7%	6.2%	7.5%	1.0%	0.8%
Other DoD	6,519	6,638	12.3%	13.7%	36.1%	36.5%	28.6%	22.9%	15.1%	18.3%	5.1%	6.8%	2.8%	1.8%

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(17) I have sufficient resources (for example, people, materials, budget) to get my job done.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,887	100,656	10.5%	10.2%	39.0%	38.3%	17.5%	13.1%	21.3%	25.0%	11.0%	13.3%	0.8%	0.1%
AID	803	560	7.8%	6.0%	37.2%	38.1%	17.3%	12.2%	25.7%	29.4%	11.0%	14.3%	1.0%	0.0%
DHS	10,468	N/A	6.7%	N/A	30.5%	N/A	17.0%	N/A	25.8%	N/A	18.8%	N/A	1.1%	N/A
DOC	4,021	4,134	11.1%	12.0%	40.1%	43.9%	18.8%	14.4%	19.6%	21.0%	9.6%	8.4%	0.7%	0.2%
DOE	1,485	922	11.0%	13.9%	45.5%	42.7%	16.3%	12.3%	19.0%	22.7%	7.7%	7.9%	0.5%	0.6%
DOI	5,183	5,412	7.5%	9.2%	34.1%	37.9%	16.9%	11.4%	25.5%	26.2%	15.3%	15.2%	0.8%	0.1%
DOJ	7,701	4,363	10.2%	8.9%	36.5%	33.0%	16.2%	13.1%	22.8%	24.9%	13.4%	19.9%	0.9%	0.2%
DOL	4,082	4,105	9.8%	10.1%	41.5%	40.9%	17.9%	13.6%	20.0%	24.2%	10.0%	10.8%	0.8%	0.3%
DOT	4,951	3,003	7.0%	9.9%	35.4%	35.4%	13.6%	12.2%	26.8%	27.8%	16.8%	14.5%	0.4%	0.2%
EDUC	2,408	1,671	11.7%	10.1%	42.5%	39.8%	16.7%	13.8%	18.4%	24.1%	9.7%	11.9%	1.0%	0.3%
EPA	6,895	5,666	9.3%	9.0%	38.7%	39.9%	17.1%	13.5%	23.3%	26.1%	10.5%	11.4%	1.0%	0.1%
GSA	2,869	2,559	20.5%	18.3%	44.2%	45.5%	14.4%	10.6%	14.3%	18.2%	5.9%	7.4%	0.6%	0.1%
HHS	4,653	4,862	11.9%	14.2%	40.1%	41.9%	18.2%	12.7%	19.2%	22.4%	9.7%	8.7%	0.9%	0.1%
HUD	5,343	1,246	7.7%	8.9%	34.7%	36.5%	18.2%	12.2%	25.7%	28.4%	12.7%	13.9%	1.1%	0.1%
NASA	4,766	4,225	10.3%	13.9%	38.3%	40.2%	19.3%	15.0%	21.8%	22.7%	9.9%	8.2%	0.5%	0.1%
NSF	778	441	16.7%	21.6%	41.1%	36.9%	16.0%	10.4%	19.5%	23.0%	6.0%	8.2%	0.5%	0.0%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(17) I have sufficient resources (for example, people, materials, budget) to get my job done.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,887	100,656	10.5%	10.2%	39.0%	38.3%	17.5%	13.1%	21.3%	25.0%	11.0%	13.3%	0.8%	0.1%
OMB	249	249	11.3%	9.6%	46.8%	46.6%	18.1%	13.6%	17.3%	23.3%	6.2%	7.0%	0.4%	0.0%
OPM	1,539	1,311	10.3%	12.3%	41.1%	45.1%	16.2%	12.4%	19.6%	22.1%	11.3%	8.0%	1.5%	0.1%
SBA	1,661	881	5.2%	8.5%	24.7%	30.2%	15.9%	13.4%	26.8%	28.9%	25.0%	19.0%	2.4%	0.0%
SSA	1,172	1,023	11.4%	11.0%	37.7%	35.2%	17.7%	11.8%	16.5%	25.3%	14.9%	16.2%	1.8%	0.4%
State	1,272	689	14.6%	9.5%	42.1%	33.5%	14.3%	15.2%	21.4%	30.7%	6.3%	11.0%	1.3%	0.0%
Treasury	5,677	7,314	8.8%	7.0%	46.1%	37.2%	15.1%	12.9%	20.8%	30.0%	8.8%	12.9%	0.4%	0.0%
USDA	10,401	10,441	9.9%	8.4%	40.0%	39.2%	17.1%	13.8%	21.9%	26.6%	10.3%	11.9%	0.8%	0.1%
VA	3,344	2,388	13.5%	8.0%	39.8%	39.3%	18.0%	12.0%	19.0%	22.7%	9.1%	17.9%	0.5%	0.0%
Small Agencies	15,964	N/A	12.0%	N/A	41.8%	N/A	16.1%	N/A	19.6%	N/A	9.5%	N/A	1.0%	N/A
All DoD	40,186	32,559	10.7%	11.4%	40.0%	38.7%	18.6%	13.6%	20.8%	24.6%	9.2%	11.6%	0.7%	0.1%
Army	8,406	8,964	12.6%	11.1%	39.3%	38.5%	17.9%	13.4%	20.7%	25.1%	9.0%	11.7%	0.5%	0.2%
ACE	6,295	711	9.2%	15.6%	42.6%	37.7%	18.4%	15.3%	21.1%	20.4%	8.2%	10.9%	0.5%	0.0%
Air Force	8,693	6,545	11.1%	12.1%	40.3%	40.2%	17.5%	13.3%	20.6%	23.7%	9.6%	10.7%	0.8%	0.1%
Navy	9,510	9,043	8.2%	10.7%	39.5%	37.4%	19.8%	13.5%	22.3%	25.6%	9.5%	12.6%	0.8%	0.1%
Marine Corps	764	658	13.3%	11.3%	35.9%	34.4%	18.6%	15.6%	20.5%	26.8%	11.3%	11.8%	0.4%	0.2%
Other DoD	6,518	6,638	11.0%	10.2%	41.6%	39.8%	19.9%	13.9%	18.3%	24.2%	8.2%	11.7%	1.0%	0.1%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(18) My workload is reasonable.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,903	100,656	10.2%	13.5%	49.9%	51.5%	15.7%	10.1%	15.8%	15.5%	7.8%	9.2%	0.6%	0.2%
AID	803	560	6.6%	10.3%	45.7%	46.1%	14.5%	6.8%	21.8%	23.9%	10.5%	12.4%	0.8%	0.5%
DHS	10,477	N/A	9.3%	N/A	47.9%	N/A	15.9%	N/A	15.6%	N/A	10.8%	N/A	0.6%	N/A
DOC	4,021	4,134	8.7%	12.8%	48.2%	51.2%	16.2%	10.0%	17.8%	17.1%	8.5%	8.9%	0.6%	0.1%
DOE	1,485	922	10.3%	14.8%	54.0%	57.7%	14.2%	9.1%	15.6%	11.9%	5.3%	6.4%	0.6%	0.0%
DOI	5,186	5,412	6.5%	11.1%	47.9%	49.5%	17.2%	10.3%	19.6%	19.1%	8.3%	9.9%	0.5%	0.1%
DOJ	7,701	4,363	9.6%	12.3%	49.2%	49.7%	15.3%	11.2%	16.5%	15.3%	8.7%	11.4%	0.7%	0.1%
DOL	4,082	4,105	9.2%	12.8%	52.5%	50.8%	14.6%	11.5%	15.0%	15.8%	8.1%	9.0%	0.6%	0.1%
DOT	4,949	3,003	6.8%	13.2%	51.9%	53.8%	16.4%	8.9%	17.7%	15.3%	7.1%	8.7%	0.1%	0.0%
EDUC	2,408	1,671	11.7%	14.4%	48.2%	51.3%	15.3%	10.3%	16.1%	16.8%	8.1%	7.1%	0.8%	0.2%
EPA	6,895	5,666	9.2%	13.6%	52.2%	55.6%	16.1%	9.3%	15.7%	14.4%	6.4%	6.9%	0.5%	0.1%
GSA	2,869	2,559	16.7%	19.9%	49.3%	48.1%	13.6%	10.0%	13.1%	14.6%	6.5%	7.3%	0.8%	0.1%
HHS	4,653	4,862	11.9%	15.3%	49.2%	51.0%	16.6%	11.0%	14.5%	15.3%	7.0%	7.0%	0.8%	0.3%
HUD	5,343	1,246	9.4%	13.3%	47.8%	49.2%	16.2%	9.2%	14.8%	17.6%	11.0%	10.6%	0.8%	0.1%
NASA	4,766	4,225	11.0%	16.8%	53.7%	54.7%	15.8%	9.6%	14.3%	13.5%	4.8%	5.3%	0.3%	0.0%
NSF	778	441	13.1%	16.1%	44.4%	46.5%	13.7%	9.9%	18.6%	16.6%	9.8%	10.5%	0.5%	0.3%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(18) My workload is reasonable.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,903	100,656	10.2%	13.5%	49.9%	51.5%	15.7%	10.1%	15.8%	15.5%	7.8%	9.2%	0.6%	0.2%
OMB	249	249	6.5%	9.5%	48.2%	46.8%	16.7%	13.5%	19.2%	21.1%	9.0%	9.1%	0.4%	0.0%
OPM	1,539	1,311	10.3%	13.3%	47.6%	54.0%	16.8%	10.9%	14.8%	14.1%	9.8%	7.4%	0.7%	0.2%
SBA	1,661	881	7.9%	15.3%	48.1%	47.7%	17.2%	10.6%	14.5%	15.2%	11.0%	11.1%	1.2%	0.0%
SSA	1,172	1,023	8.4%	9.3%	35.4%	42.1%	16.1%	11.6%	20.3%	18.6%	16.9%	18.0%	2.9%	0.4%
State	1,272	689	13.9%	12.2%	47.7%	51.1%	15.3%	9.4%	17.5%	17.6%	5.2%	9.3%	0.4%	0.3%
Treasury	5,676	7,314	9.2%	13.3%	53.2%	52.3%	14.3%	9.1%	14.2%	15.5%	8.6%	9.7%	0.5%	0.2%
USDA	10,402	10,441	8.4%	10.8%	49.9%	49.9%	16.8%	10.8%	16.6%	19.0%	7.8%	9.3%	0.6%	0.2%
VA	3,344	2,388	11.8%	12.8%	47.9%	50.6%	14.3%	10.6%	17.3%	15.1%	7.7%	10.2%	1.0%	0.8%
Small Agencies	15,964	N/A	12.2%	N/A	53.6%	N/A	14.6%	N/A	13.1%	N/A	6.0%	N/A	0.5%	N/A
All DoD	40,192	32,559	10.9%	14.6%	51.7%	52.8%	16.1%	9.8%	14.5%	14.6%	6.4%	8.0%	0.4%	0.1%
Army	8,408	8,964	13.0%	14.2%	50.0%	53.9%	15.2%	9.5%	14.8%	14.4%	6.7%	7.9%	0.3%	0.1%
ACE	6,295	711	8.9%	16.1%	53.9%	51.3%	15.8%	11.2%	15.1%	13.1%	5.9%	8.1%	0.4%	0.2%
Air Force	8,694	6,545	11.3%	16.5%	51.7%	54.6%	15.6%	8.7%	14.2%	13.4%	6.8%	6.9%	0.5%	0.0%
Navy	9,511	9,043	9.0%	14.2%	53.8%	51.9%	17.1%	10.1%	14.2%	15.7%	5.4%	7.9%	0.5%	0.2%
Marine Corps	764	658	12.1%	13.9%	51.5%	50.7%	16.7%	10.9%	12.9%	16.2%	6.8%	8.2%	0.1%	0.0%
Other DoD	6,520	6,638	10.1%	12.6%	50.6%	49.8%	16.8%	11.2%	14.9%	15.7%	6.9%	10.6%	0.6%	0.1%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(19) My talents are used well in the workplace.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,905	100,656	16.4%	19.3%	45.8%	43.7%	17.3%	11.1%	13.0%	15.4%	6.8%	10.3%	0.7%	0.1%
AID	803	560	16.1%	16.8%	46.7%	42.2%	15.7%	12.1%	12.8%	18.1%	7.6%	10.8%	1.2%	0.0%
DHS	10,477	N/A	10.2%	N/A	37.3%	N/A	18.2%	N/A	19.4%	N/A	13.7%	N/A	1.2%	N/A
DOC	4,021	4,134	16.6%	17.3%	47.7%	45.7%	16.9%	13.3%	12.5%	15.1%	5.5%	8.4%	0.8%	0.3%
DOE	1,485	922	17.3%	17.1%	48.7%	42.1%	15.7%	11.0%	11.6%	17.8%	6.1%	11.9%	0.6%	0.0%
DOI	5,186	5,412	13.5%	17.6%	49.5%	46.5%	17.2%	12.1%	12.8%	15.0%	6.2%	8.6%	0.8%	0.2%
DOJ	7,701	4,363	17.2%	15.1%	45.4%	42.5%	15.9%	12.0%	14.1%	17.7%	6.4%	12.6%	0.9%	0.1%
DOL	4,082	4,105	15.8%	16.5%	43.8%	43.6%	17.5%	13.3%	13.9%	15.6%	7.8%	10.5%	1.2%	0.4%
DOT	4,950	3,003	11.4%	17.1%	48.5%	44.6%	16.4%	13.7%	14.5%	14.1%	8.7%	10.4%	0.4%	0.0%
EDUC	2,408	1,671	16.0%	14.4%	40.0%	40.4%	16.7%	13.4%	15.3%	18.6%	10.5%	12.8%	1.5%	0.4%
EPA	6,895	5,666	15.8%	16.2%	46.8%	45.1%	16.9%	11.6%	13.2%	16.6%	6.3%	10.3%	1.0%	0.2%
GSA	2,869	2,559	23.2%	23.6%	44.2%	41.2%	14.9%	11.3%	10.6%	14.3%	6.0%	9.4%	1.1%	0.2%
HHS	4,653	4,862	17.2%	19.6%	43.9%	43.1%	17.7%	12.4%	12.8%	14.8%	7.0%	10.0%	1.3%	0.2%
HUD	5,343	1,246	15.0%	15.9%	44.1%	41.0%	15.7%	11.4%	14.4%	18.1%	9.4%	13.0%	1.5%	0.6%
NASA	4,766	4,225	18.8%	20.6%	48.0%	48.4%	16.1%	10.6%	11.3%	13.5%	5.3%	6.8%	0.6%	0.0%
NSF	778	441	21.8%	23.4%	41.8%	40.7%	16.0%	10.4%	13.4%	16.3%	6.1%	9.3%	0.9%	0.0%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(19) My talents are used well in the workplace.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,905	100,656	16.4%	19.3%	45.8%	43.7%	17.3%	11.1%	13.0%	15.4%	6.8%	10.3%	0.7%	0.1%
OMB	249	249	21.5%	16.4%	55.0%	51.8%	15.1%	10.8%	5.6%	17.3%	2.0%	3.7%	0.8%	0.0%
OPM	1,539	1,311	14.6%	18.8%	43.0%	44.9%	19.3%	11.3%	13.0%	14.4%	9.4%	10.5%	0.8%	0.1%
SBA	1,661	881	14.2%	17.3%	42.7%	44.2%	17.8%	11.8%	15.1%	16.2%	8.3%	10.0%	1.9%	0.5%
SSA	1,172	1,023	12.5%	16.5%	44.3%	41.4%	19.1%	14.9%	13.6%	16.3%	9.4%	10.6%	1.1%	0.4%
State	1,272	689	21.0%	15.3%	41.7%	39.2%	15.5%	10.8%	13.7%	22.1%	7.5%	12.2%	0.6%	0.4%
Treasury	5,677	7,314	14.4%	17.1%	45.5%	44.6%	17.2%	10.5%	16.0%	18.6%	6.2%	9.2%	0.7%	0.1%
USDA	10,401	10,441	12.5%	15.9%	51.8%	46.9%	16.8%	12.7%	12.1%	15.2%	6.1%	9.1%	0.6%	0.2%
VA	3,344	2,388	21.2%	23.3%	45.8%	42.7%	17.8%	6.3%	9.3%	14.3%	5.3%	13.4%	0.5%	0.1%
Small Agencies	15,964	N/A	16.7%	N/A	45.1%	N/A	16.4%	N/A	13.6%	N/A	7.1%	N/A	1.1%	N/A
All DoD	40,193	32,559	17.6%	20.6%	46.6%	43.4%	17.4%	11.5%	12.1%	14.8%	5.8%	9.6%	0.6%	0.1%
Army	8,407	8,964	20.1%	21.0%	44.6%	44.0%	17.3%	11.7%	11.9%	13.4%	5.7%	9.7%	0.4%	0.2%
ACE	6,295	711	16.0%	20.4%	51.3%	46.0%	15.6%	9.9%	11.7%	15.5%	4.8%	8.1%	0.6%	0.0%
Air Force	8,696	6,545	17.1%	20.8%	47.4%	44.1%	17.5%	11.8%	11.3%	14.7%	6.0%	8.5%	0.7%	0.1%
Navy	9,511	9,043	15.8%	21.3%	48.1%	43.1%	17.7%	10.7%	12.5%	15.1%	5.4%	9.7%	0.5%	0.1%
Marine Corps	765	658	20.1%	20.4%	45.5%	41.6%	16.7%	9.8%	11.7%	14.9%	5.3%	13.3%	0.7%	0.0%
Other DoD	6,519	6,638	16.6%	18.5%	44.6%	40.4%	17.2%	12.6%	14.0%	17.1%	6.8%	11.2%	0.8%	0.2%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(20) I know how my work relates to the agency's goals and priorities.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,908	100,656	28.6%	36.5%	54.5%	52.4%	10.6%	5.2%	3.9%	3.8%	1.8%	1.5%	0.6%	0.6%
AID	803	560	33.5%	44.3%	53.7%	47.1%	7.4%	3.5%	3.4%	2.9%	1.2%	1.4%	0.8%	0.8%
DHS	10,477	N/A	24.4%	N/A	53.5%	N/A	12.2%	N/A	5.8%	N/A	3.3%	N/A	0.9%	N/A
DOC	4,021	4,134	28.3%	34.2%	56.2%	55.3%	9.6%	5.6%	3.5%	3.1%	1.7%	1.0%	0.7%	0.8%
DOE	1,485	922	30.7%	33.7%	51.5%	53.0%	12.0%	6.4%	3.6%	4.3%	1.8%	1.9%	0.4%	0.6%
DOI	5,186	5,412	25.2%	36.7%	57.1%	52.0%	10.6%	5.4%	4.5%	3.5%	1.9%	1.3%	0.7%	1.1%
DOJ	7,701	4,363	31.1%	34.8%	53.0%	52.5%	9.8%	6.1%	3.6%	4.4%	2.0%	1.7%	0.5%	0.4%
DOL	4,082	4,105	30.5%	36.8%	54.8%	52.3%	8.5%	5.6%	3.6%	3.3%	2.0%	1.5%	0.7%	0.5%
DOT	4,951	3,003	21.4%	33.4%	53.9%	53.4%	15.0%	5.3%	6.0%	5.4%	2.7%	2.2%	1.0%	0.4%
EDUC	2,408	1,671	28.8%	30.5%	53.0%	55.4%	10.7%	5.9%	4.4%	5.1%	2.3%	2.1%	0.8%	1.0%
EPA	6,895	5,666	28.9%	36.4%	55.9%	53.1%	9.3%	5.2%	3.8%	3.4%	1.7%	1.5%	0.5%	0.4%
GSA	2,869	2,559	36.7%	38.2%	50.2%	51.2%	7.5%	5.1%	3.2%	3.4%	1.7%	1.5%	0.6%	0.5%
HHS	4,653	4,862	29.3%	38.8%	53.8%	50.1%	10.7%	5.6%	3.7%	3.2%	1.9%	1.4%	0.6%	0.8%
HUD	5,343	1,246	28.8%	33.3%	56.2%	54.2%	9.0%	6.3%	3.4%	3.8%	1.8%	1.7%	0.8%	0.7%
NASA	4,766	4,225	32.1%	40.0%	50.2%	49.8%	11.0%	5.6%	4.2%	3.2%	2.0%	1.0%	0.5%	0.5%
NSF	778	441	44.0%	49.6%	45.2%	41.1%	6.1%	4.6%	2.8%	4.0%	1.1%	0.3%	0.8%	0.3%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(20) I know how my work relates to the agency's goals and priorities.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,908	100,656	28.6%	36.5%	54.5%	52.4%	10.6%	5.2%	3.9%	3.8%	1.8%	1.5%	0.6%	0.6%
OMB	249	249	33.2%	37.0%	56.2%	54.3%	8.2%	6.1%	2.1%	2.3%	0.4%	0.4%	0.0%	0.0%
OPM	1,539	1,311	25.7%	33.0%	54.0%	51.8%	11.4%	7.4%	5.1%	4.9%	2.8%	1.9%	1.0%	1.1%
SBA	1,661	881	25.8%	36.0%	52.9%	50.7%	12.0%	6.8%	4.9%	4.4%	3.3%	1.2%	1.1%	0.9%
SSA	1,172	1,023	27.3%	37.2%	55.7%	52.2%	11.8%	5.9%	3.1%	2.8%	1.4%	0.9%	0.7%	1.0%
State	1,272	689	34.3%	36.6%	49.1%	52.0%	10.4%	4.9%	5.0%	5.2%	0.3%	0.4%	0.8%	0.9%
Treasury	5,677	7,314	26.0%	30.1%	56.3%	55.2%	10.8%	6.3%	4.3%	5.1%	2.4%	2.8%	0.3%	0.5%
USDA	10,403	10,441	24.1%	32.1%	58.6%	56.5%	11.1%	5.8%	4.1%	3.8%	1.5%	1.1%	0.6%	0.7%
VA	3,344	2,388	34.3%	41.8%	53.7%	49.8%	7.7%	3.3%	2.7%	3.7%	0.9%	1.3%	0.7%	0.1%
Small Agencies	15,964	N/A	32.9%	N/A	52.3%	N/A	8.7%	N/A	3.7%	N/A	1.7%	N/A	0.7%	N/A
All DoD	40,193	32,559	28.4%	37.3%	54.6%	52.1%	10.9%	5.0%	3.7%	3.4%	1.7%	1.4%	0.6%	0.8%
Army	8,408	8,964	30.0%	38.4%	53.8%	51.7%	10.5%	4.9%	3.4%	3.2%	1.8%	1.3%	0.5%	0.5%
ACE	6,295	711	25.0%	37.6%	57.8%	52.1%	11.8%	4.9%	3.5%	3.9%	1.4%	0.5%	0.5%	1.0%
Air Force	8,696	6,545	28.8%	37.7%	55.4%	54.0%	10.0%	3.5%	3.8%	2.7%	1.6%	1.2%	0.4%	0.8%
Navy	9,510	9,043	26.4%	36.7%	54.7%	51.2%	12.1%	5.8%	4.2%	3.8%	1.9%	1.6%	0.8%	0.8%
Marine Corps	764	658	35.0%	36.0%	49.9%	48.6%	10.0%	7.7%	2.6%	4.2%	2.0%	1.4%	0.4%	2.2%
Other DoD	6,520	6,638	28.4%	35.5%	54.7%	51.7%	11.0%	6.2%	3.6%	4.1%	1.4%	1.7%	1.0%	0.8%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(21) The work I do is important.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,893	100,656	48.2%	46.3%	42.5%	44.4%	6.5%	5.9%	1.6%	2.0%	0.9%	1.2%	0.3%	0.3%
AID	803	560	46.0%	45.7%	41.4%	45.2%	7.6%	5.4%	3.0%	2.7%	1.6%	1.0%	0.5%	0.1%
DHS	10,475	N/A	56.4%	N/A	34.6%	N/A	5.6%	N/A	1.6%	N/A	1.3%	N/A	0.4%	N/A
DOC	4,021	4,134	42.7%	38.9%	46.0%	49.7%	7.8%	8.0%	1.9%	1.8%	1.2%	1.1%	0.4%	0.5%
DOE	1,485	922	45.1%	36.0%	43.6%	48.9%	7.2%	9.0%	2.2%	3.2%	1.6%	2.6%	0.3%	0.3%
DOI	5,183	5,412	44.8%	44.3%	45.4%	46.6%	6.4%	6.4%	1.8%	1.6%	1.0%	0.9%	0.4%	0.3%
DOJ	7,701	4,363	49.7%	45.6%	40.6%	44.2%	6.7%	6.4%	1.7%	2.1%	0.9%	1.4%	0.4%	0.3%
DOL	4,082	4,105	48.3%	44.9%	41.1%	45.1%	7.0%	6.6%	1.7%	2.0%	1.6%	1.1%	0.2%	0.3%
DOT	4,949	3,003	45.6%	46.5%	44.9%	45.7%	6.7%	4.4%	1.4%	1.7%	0.8%	1.3%	0.5%	0.5%
EDUC	2,408	1,671	42.8%	41.5%	42.2%	46.3%	9.8%	7.3%	2.8%	2.5%	1.9%	1.6%	0.5%	0.8%
EPA	6,895	5,666	40.8%	37.9%	46.7%	49.0%	8.3%	8.5%	2.5%	2.8%	1.3%	1.2%	0.3%	0.5%
GSA	2,869	2,559	48.1%	44.2%	40.6%	44.6%	7.4%	6.4%	2.1%	1.8%	1.4%	2.2%	0.4%	0.9%
HHS	4,653	4,862	48.2%	46.9%	41.3%	43.3%	7.8%	6.5%	1.3%	1.7%	0.9%	1.2%	0.5%	0.4%
HUD	5,343	1,246	46.5%	40.2%	40.3%	46.2%	8.7%	8.9%	2.5%	2.5%	1.5%	1.6%	0.5%	0.5%
NASA	4,766	4,225	41.6%	40.9%	45.4%	48.3%	8.8%	7.9%	2.5%	2.0%	1.3%	0.7%	0.4%	0.3%
NSF	778	441	52.5%	53.9%	37.5%	36.7%	6.5%	5.3%	2.4%	2.6%	0.7%	0.3%	0.3%	1.1%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(21) The work I do is important.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,893	100,656	48.2%	46.3%	42.5%	44.4%	6.5%	5.9%	1.6%	2.0%	0.9%	1.2%	0.3%	0.3%
OMB	249	249	46.4%	36.6%	46.5%	57.5%	5.1%	5.5%	1.6%	0.0%	0.4%	0.4%	0.0%	0.0%
OPM	1,539	1,311	49.7%	47.5%	41.0%	43.6%	6.7%	4.9%	1.5%	2.5%	0.9%	1.4%	0.2%	0.1%
SBA	1,661	881	40.9%	42.6%	46.1%	46.4%	8.4%	6.6%	2.3%	2.6%	1.7%	1.4%	0.8%	0.3%
SSA	1,172	1,023	54.2%	54.2%	38.5%	40.2%	5.0%	3.4%	1.5%	1.1%	0.7%	0.7%	0.2%	0.3%
State	1,272	689	46.2%	42.4%	39.6%	47.5%	8.3%	7.1%	2.9%	2.1%	2.8%	0.8%	0.2%	0.0%
Treasury	5,677	7,314	39.0%	37.8%	49.5%	49.5%	7.6%	7.5%	1.8%	2.9%	1.9%	2.1%	0.2%	0.3%
USDA	10,402	10,441	43.6%	42.1%	46.3%	48.9%	7.6%	6.2%	1.5%	1.7%	0.7%	0.9%	0.2%	0.2%
VA	3,344	2,388	58.2%	58.4%	37.0%	37.0%	3.4%	2.9%	0.6%	1.1%	0.6%	0.6%	0.2%	0.0%
Small Agencies	15,964	N/A	45.5%	N/A	43.2%	N/A	7.7%	N/A	2.2%	N/A	1.0%	N/A	0.4%	N/A
All DoD	40,186	32,559	46.1%	45.5%	44.4%	44.5%	7.0%	6.2%	1.6%	2.2%	0.7%	1.3%	0.2%	0.3%
Army	8,408	8,964	48.9%	46.0%	42.3%	44.5%	6.3%	5.8%	1.7%	2.1%	0.5%	1.3%	0.3%	0.3%
ACE	6,295	711	41.4%	44.2%	48.5%	45.3%	7.7%	6.6%	1.5%	2.3%	0.7%	1.6%	0.2%	0.0%
Air Force	8,693	6,545	45.2%	45.3%	45.8%	45.5%	6.7%	5.7%	1.6%	2.4%	0.6%	1.0%	0.2%	0.2%
Navy	9,509	9,043	44.6%	47.0%	45.4%	43.0%	7.5%	6.6%	1.5%	2.0%	0.8%	1.2%	0.1%	0.3%
Marine Corps	762	658	54.2%	46.2%	37.6%	42.6%	5.5%	6.9%	1.4%	2.6%	1.3%	1.1%	0.0%	0.6%
Other DoD	6,519	6,638	44.7%	42.5%	44.1%	45.8%	8.2%	7.1%	1.7%	2.3%	0.8%	1.7%	0.5%	0.5%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(22) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,909	100,656	21.3%	17.3%	45.6%	48.5%	14.3%	13.0%	11.8%	13.1%	6.4%	8.0%	0.6%	0.2%
AID	803	560	16.2%	11.4%	37.4%	34.5%	13.8%	13.2%	17.6%	17.4%	13.8%	22.7%	1.2%	0.9%
DHS	10,478	N/A	16.3%	N/A	35.7%	N/A	15.0%	N/A	17.7%	N/A	14.6%	N/A	0.8%	N/A
DOC	4,021	4,134	19.8%	15.5%	44.6%	48.0%	14.5%	14.0%	12.7%	13.8%	7.7%	8.6%	0.7%	0.1%
DOE	1,485	922	26.8%	19.6%	51.7%	55.5%	11.5%	11.7%	6.6%	7.9%	2.8%	4.6%	0.7%	0.7%
DOI	5,186	5,412	19.0%	15.6%	50.5%	50.5%	14.9%	14.7%	10.6%	12.9%	4.7%	6.1%	0.3%	0.3%
DOJ	7,701	4,363	27.2%	18.0%	47.8%	48.0%	11.1%	13.7%	8.1%	12.1%	5.1%	7.9%	0.7%	0.3%
DOL	4,082	4,105	25.6%	17.5%	45.9%	50.6%	12.9%	13.4%	9.1%	11.3%	5.8%	6.8%	0.7%	0.4%
DOT	4,950	3,003	20.7%	20.6%	49.2%	47.4%	13.0%	13.5%	10.1%	11.5%	6.8%	6.8%	0.2%	0.3%
EDUC	2,408	1,671	20.0%	14.9%	45.6%	46.8%	13.0%	13.2%	12.6%	14.8%	7.5%	9.7%	1.3%	0.5%
EPA	6,895	5,666	25.4%	16.8%	48.1%	50.7%	13.0%	13.0%	9.8%	12.5%	3.3%	6.7%	0.5%	0.3%
GSA	2,869	2,559	29.9%	23.7%	44.6%	49.1%	10.6%	11.2%	9.6%	9.9%	4.6%	5.9%	0.7%	0.2%
HHS	4,653	4,862	24.2%	18.7%	46.6%	50.5%	14.0%	12.9%	10.0%	11.3%	4.6%	6.4%	0.6%	0.1%
HUD	5,343	1,246	21.4%	16.4%	45.3%	48.2%	13.2%	10.5%	11.6%	14.3%	7.6%	10.3%	0.9%	0.3%
NASA	4,766	4,225	28.2%	20.8%	49.3%	54.1%	12.0%	12.0%	7.5%	9.2%	2.7%	3.8%	0.3%	0.2%
NSF	778	441	38.5%	33.3%	44.9%	49.9%	9.7%	10.3%	3.9%	5.2%	2.8%	1.3%	0.2%	0.0%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(22) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,909	100,656	21.3%	17.3%	45.6%	48.5%	14.3%	13.0%	11.8%	13.1%	6.4%	8.0%	0.6%	0.2%
OMB	249	249	20.3%	10.5%	40.5%	57.0%	17.9%	17.5%	13.0%	11.9%	7.2%	2.6%	1.2%	0.5%
OPM	1,539	1,311	21.7%	18.4%	44.3%	50.2%	15.8%	12.2%	11.2%	12.8%	5.9%	5.7%	1.0%	0.6%
SBA	1,661	881	21.5%	18.4%	50.3%	51.4%	12.1%	10.1%	8.8%	11.8%	6.2%	8.1%	1.0%	0.2%
SSA	1,172	1,023	22.3%	16.7%	37.2%	43.2%	17.7%	13.2%	12.8%	14.5%	8.1%	11.9%	2.0%	0.5%
State	1,272	689	21.7%	16.5%	42.7%	44.8%	14.9%	11.8%	10.8%	17.6%	9.1%	9.2%	0.7%	0.0%
Treasury	5,677	7,314	15.5%	13.6%	50.1%	47.9%	13.8%	13.6%	13.1%	14.7%	6.5%	10.0%	0.9%	0.2%
USDA	10,403	10,441	18.7%	13.0%	48.6%	53.4%	15.1%	13.9%	11.5%	12.8%	5.5%	6.5%	0.6%	0.3%
VA	3,344	2,388	24.3%	19.6%	43.6%	48.5%	15.4%	10.4%	11.6%	13.5%	4.6%	8.0%	0.3%	0.0%
Small Agencies	15,964	N/A	25.9%	N/A	45.3%	N/A	12.8%	N/A	9.5%	N/A	5.6%	N/A	0.7%	N/A
All DoD	40,194	32,559	20.7%	17.3%	46.6%	47.9%	14.4%	13.3%	11.9%	13.2%	5.8%	8.1%	0.5%	0.2%
Army	8,408	8,964	21.7%	18.0%	46.1%	47.9%	13.3%	13.0%	12.1%	12.7%	6.5%	8.3%	0.3%	0.1%
ACE	6,295	711	22.5%	16.8%	52.3%	54.3%	12.3%	11.6%	8.9%	10.0%	3.7%	7.3%	0.4%	0.0%
Air Force	8,696	6,545	19.3%	16.5%	46.9%	46.7%	15.3%	13.5%	12.2%	14.8%	5.6%	8.4%	0.6%	0.2%
Navy	9,512	9,043	19.3%	17.5%	46.1%	46.5%	15.4%	13.8%	12.6%	13.2%	6.0%	8.8%	0.6%	0.2%
Marine Corps	764	658	22.6%	13.7%	45.7%	47.0%	16.3%	11.9%	8.6%	16.0%	6.3%	11.4%	0.6%	0.0%
Other DoD	6,519	6,638	23.1%	17.6%	46.1%	50.8%	13.7%	13.4%	11.2%	12.3%	5.1%	5.8%	0.8%	0.2%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(23) Promotions in my work unit are based on merit.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,899	100,656	7.0%	7.4%	26.8%	27.3%	26.2%	23.4%	19.4%	19.3%	16.6%	18.7%	4.1%	4.0%
AID	803	560	6.5%	7.7%	28.9%	33.6%	24.3%	21.1%	18.8%	19.6%	17.6%	13.5%	3.9%	4.5%
DHS	10,473	N/A	4.1%	N/A	17.5%	N/A	22.3%	N/A	19.7%	N/A	32.1%	N/A	4.3%	N/A
DOC	4,021	4,134	11.8%	11.1%	35.7%	35.3%	22.5%	21.9%	14.8%	15.6%	10.8%	11.5%	4.4%	4.7%
DOE	1,485	922	8.0%	8.5%	30.4%	30.8%	27.2%	21.1%	17.8%	16.0%	14.2%	17.3%	2.4%	6.3%
DOI	5,184	5,412	6.3%	8.1%	28.5%	30.6%	26.6%	23.7%	20.3%	19.3%	13.9%	13.0%	4.5%	5.3%
DOJ	7,701	4,363	7.5%	6.1%	26.4%	22.3%	25.6%	23.4%	19.6%	20.5%	16.7%	24.5%	4.3%	3.2%
DOL	4,082	4,105	8.4%	8.5%	29.6%	28.9%	23.3%	22.4%	17.6%	17.1%	16.4%	17.3%	4.7%	5.8%
DOT	4,950	3,003	3.9%	6.8%	26.8%	25.0%	25.3%	23.7%	21.5%	20.3%	19.1%	21.0%	3.4%	3.2%
EDUC	2,408	1,671	8.9%	7.5%	25.4%	24.7%	23.4%	22.4%	17.4%	20.8%	18.5%	18.9%	6.4%	5.7%
EPA	6,895	5,666	7.2%	7.5%	32.5%	29.9%	24.8%	22.3%	18.3%	18.5%	12.9%	16.3%	4.3%	5.4%
GSA	2,869	2,559	12.0%	12.7%	30.1%	30.0%	23.6%	21.9%	16.8%	15.4%	12.0%	16.1%	5.5%	3.8%
HHS	4,653	4,862	8.6%	10.0%	28.6%	29.6%	24.7%	23.4%	18.3%	16.7%	13.3%	14.1%	6.5%	6.3%
HUD	5,343	1,246	6.3%	7.0%	25.5%	24.1%	26.0%	24.7%	19.2%	19.2%	18.0%	19.7%	5.0%	5.2%
NASA	4,766	4,225	10.2%	11.3%	35.7%	34.2%	23.4%	22.2%	15.5%	15.0%	11.3%	12.8%	4.0%	4.4%
NSF	778	441	13.4%	13.7%	32.3%	29.7%	24.1%	19.7%	13.3%	17.0%	8.5%	13.7%	8.5%	6.2%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(23) Promotions in my work unit are based on merit.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,899	100,656	7.0%	7.4%	26.8%	27.3%	26.2%	23.4%	19.4%	19.3%	16.6%	18.7%	4.1%	4.0%
OMB	249	249	16.1%	13.7%	38.1%	42.1%	21.8%	20.7%	10.9%	12.4%	8.3%	6.2%	4.7%	4.8%
OPM	1,539	1,311	9.0%	10.8%	27.3%	30.1%	23.0%	23.1%	18.0%	17.8%	17.2%	14.2%	5.5%	4.1%
SBA	1,661	881	5.3%	7.9%	24.1%	27.1%	27.1%	23.7%	18.7%	18.2%	19.5%	17.7%	5.2%	5.4%
SSA	1,172	1,023	6.0%	7.4%	25.2%	25.6%	27.4%	24.2%	19.7%	18.9%	18.4%	17.8%	3.2%	6.0%
State	1,272	689	9.8%	6.3%	29.9%	28.5%	27.7%	23.1%	16.2%	20.8%	10.7%	17.1%	5.6%	4.2%
Treasury	5,677	7,314	8.2%	6.1%	31.9%	32.0%	24.2%	21.8%	17.9%	18.3%	14.3%	17.6%	3.6%	4.2%
USDA	10,404	10,441	5.4%	5.2%	27.6%	29.4%	28.1%	25.7%	20.4%	20.1%	14.7%	15.5%	3.8%	4.2%
VA	3,344	2,388	7.2%	7.0%	26.0%	26.2%	28.9%	24.9%	19.0%	19.5%	14.1%	19.4%	4.8%	3.1%
Small Agencies	15,964	N/A	8.4%	N/A	29.3%	N/A	23.9%	N/A	17.4%	N/A	14.6%	N/A	6.4%	N/A
All DoD	40,190	32,559	7.1%	7.5%	26.6%	26.1%	26.8%	23.0%	20.0%	19.8%	15.9%	19.9%	3.6%	3.7%
Army	8,408	8,964	8.7%	7.5%	25.8%	25.1%	27.7%	23.9%	19.7%	20.2%	14.3%	19.3%	3.8%	3.9%
ACE	6,295	711	7.1%	11.0%	31.8%	28.3%	26.7%	22.0%	18.7%	18.7%	12.8%	17.2%	2.9%	2.7%
Air Force	8,694	6,545	6.2%	7.8%	25.6%	26.4%	25.7%	22.6%	21.3%	20.1%	18.0%	19.6%	3.2%	3.6%
Navy	9,509	9,043	6.3%	7.0%	28.1%	28.1%	27.2%	22.0%	19.3%	19.3%	15.6%	20.2%	3.5%	3.4%
Marine Corps	765	658	8.4%	7.2%	22.0%	20.1%	28.1%	19.6%	17.9%	23.2%	19.1%	26.9%	4.4%	2.9%
Other DoD	6,519	6,638	6.4%	6.8%	26.0%	24.2%	26.2%	24.5%	20.6%	19.2%	16.8%	20.9%	4.1%	4.4%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(24) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,904	100,656	4.5%	3.6%	22.9%	21.4%	26.2%	21.7%	23.6%	25.5%	16.9%	20.8%	5.9%	7.2%
AID	803	560	3.3%	3.8%	24.5%	20.6%	24.8%	22.5%	20.6%	27.1%	19.4%	18.8%	7.3%	7.2%
DHS	10,477	N/A	3.6%	N/A	21.4%	N/A	20.8%	N/A	25.9%	N/A	24.4%	N/A	3.9%	N/A
DOC	4,021	4,134	5.7%	4.4%	28.0%	26.2%	25.2%	22.9%	19.5%	21.2%	12.6%	16.2%	9.0%	9.1%
DOE	1,485	922	3.7%	1.8%	26.0%	21.2%	27.6%	22.7%	22.7%	24.8%	15.4%	18.5%	4.7%	11.0%
DOI	5,184	5,412	3.5%	2.6%	23.1%	21.8%	24.7%	22.4%	25.3%	26.6%	17.8%	19.5%	5.6%	7.0%
DOJ	7,701	4,363	4.1%	3.2%	22.9%	20.5%	23.8%	19.7%	24.4%	27.5%	19.0%	23.9%	5.9%	5.2%
DOL	4,082	4,105	4.8%	3.4%	24.3%	22.3%	26.2%	21.2%	20.1%	23.8%	15.2%	18.8%	9.4%	10.5%
DOT	4,950	3,003	3.1%	3.3%	22.8%	16.6%	21.1%	21.0%	25.7%	30.4%	23.3%	22.8%	4.0%	5.9%
EDUC	2,408	1,671	4.4%	3.8%	19.1%	17.3%	23.4%	19.8%	22.0%	26.1%	21.5%	24.7%	9.5%	8.3%
EPA	6,895	5,666	2.6%	1.9%	18.5%	14.5%	26.5%	20.5%	26.0%	27.4%	17.5%	24.9%	8.9%	10.8%
GSA	2,869	2,559	7.0%	5.7%	26.8%	22.5%	25.0%	23.6%	19.6%	23.9%	14.6%	16.5%	7.1%	7.8%
HHS	4,653	4,862	4.7%	3.9%	22.1%	21.7%	24.8%	21.3%	23.2%	24.7%	16.4%	19.4%	8.6%	9.1%
HUD	5,343	1,246	3.5%	2.6%	19.0%	19.3%	24.5%	20.6%	23.1%	23.9%	22.5%	22.7%	7.5%	10.9%
NASA	4,766	4,225	3.7%	3.4%	22.4%	21.7%	29.8%	25.7%	22.8%	24.5%	13.5%	15.9%	7.7%	8.8%
NSF	778	441	5.8%	3.7%	21.6%	23.1%	25.5%	18.1%	25.0%	28.1%	15.9%	17.7%	6.3%	9.3%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(24) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,904	100,656	4.5%	3.6%	22.9%	21.4%	26.2%	21.7%	23.6%	25.5%	16.9%	20.8%	5.9%	7.2%
OMB	249	249	3.6%	1.9%	27.3%	23.6%	30.6%	23.1%	18.6%	21.4%	9.6%	13.7%	10.3%	16.3%
OPM	1,539	1,311	4.5%	3.3%	22.7%	23.9%	25.5%	23.7%	22.2%	22.9%	15.3%	15.8%	9.7%	10.4%
SBA	1,661	881	3.8%	4.2%	22.5%	23.7%	25.3%	25.1%	22.5%	20.7%	19.2%	18.3%	6.7%	8.0%
SSA	1,172	1,023	3.6%	3.8%	16.0%	16.8%	28.5%	18.8%	24.2%	26.2%	20.6%	24.2%	6.9%	10.2%
State	1,272	689	4.3%	4.1%	23.5%	18.5%	27.1%	18.4%	25.3%	32.9%	12.0%	20.8%	7.9%	5.3%
Treasury	5,677	7,314	4.9%	3.9%	25.2%	23.4%	26.3%	21.5%	20.9%	24.6%	13.2%	17.6%	9.5%	8.9%
USDA	10,403	10,441	3.5%	2.5%	23.4%	20.8%	26.1%	24.3%	24.5%	25.6%	16.9%	19.9%	5.6%	6.9%
VA	3,344	2,388	6.4%	3.6%	23.0%	26.1%	29.1%	21.4%	22.5%	21.0%	15.1%	20.5%	4.0%	7.5%
Small Agencies	15,964	N/A	4.5%	N/A	23.8%	N/A	24.4%	N/A	21.2%	N/A	15.6%	N/A	10.5%	N/A
All DoD	40,192	32,559	4.5%	3.8%	23.1%	20.5%	27.2%	21.9%	23.9%	26.3%	15.7%	21.3%	5.6%	6.2%
Army	8,406	8,964	5.7%	4.0%	23.7%	20.7%	26.7%	21.7%	24.0%	26.9%	14.3%	20.7%	5.6%	6.0%
ACE	6,295	711	3.3%	4.3%	22.4%	19.6%	27.5%	24.1%	25.3%	25.9%	16.8%	20.6%	4.8%	5.5%
Air Force	8,696	6,545	4.5%	3.9%	23.1%	21.6%	27.4%	22.6%	23.7%	26.6%	16.4%	19.7%	5.0%	5.7%
Navy	9,511	9,043	3.4%	3.7%	22.9%	20.4%	28.2%	21.2%	24.1%	25.3%	15.7%	22.5%	5.6%	6.9%
Marine Corps	765	658	5.9%	3.5%	23.6%	19.4%	29.1%	20.0%	19.9%	28.8%	16.6%	22.5%	4.9%	5.7%
Other DoD	6,519	6,638	4.2%	3.1%	22.3%	19.1%	25.7%	22.2%	23.6%	26.1%	17.2%	22.9%	7.0%	6.6%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(25) Products and services in my work unit are improved based on customer/public input.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,899	100,656	8.4%	13.7%	37.8%	41.7%	31.4%	19.7%	12.0%	15.6%	4.8%	6.4%	5.5%	3.0%
AID	803	560	8.2%	17.5%	46.0%	45.4%	25.8%	17.7%	10.6%	14.3%	5.3%	3.6%	4.1%	1.4%
DHS	10,470	N/A	4.6%	N/A	24.5%	N/A	35.4%	N/A	16.5%	N/A	10.5%	N/A	8.5%	N/A
DOC	4,021	4,134	12.2%	17.2%	46.3%	47.6%	24.6%	16.7%	9.1%	11.2%	3.1%	4.2%	4.7%	3.2%
DOE	1,485	922	10.3%	17.4%	44.1%	45.9%	29.0%	18.5%	10.1%	11.6%	2.9%	4.3%	3.6%	2.3%
DOI	5,186	5,412	6.6%	13.4%	40.3%	44.5%	32.2%	20.7%	12.3%	13.7%	4.2%	5.1%	4.4%	2.6%
DOJ	7,701	4,363	4.9%	6.5%	26.4%	27.4%	39.5%	28.4%	14.5%	22.0%	5.1%	10.3%	9.5%	5.5%
DOL	4,082	4,105	7.1%	11.1%	36.3%	39.1%	31.3%	23.2%	12.7%	15.9%	5.4%	6.5%	7.3%	4.2%
DOT	4,950	3,003	6.7%	12.2%	39.1%	39.6%	29.9%	19.0%	13.9%	18.0%	6.3%	8.5%	4.1%	2.6%
EDUC	2,408	1,671	10.8%	18.1%	39.3%	43.3%	26.5%	16.5%	11.6%	13.2%	5.8%	6.2%	6.0%	2.8%
EPA	6,895	5,666	8.2%	13.4%	44.5%	46.4%	28.0%	19.8%	10.9%	12.9%	3.7%	4.5%	4.8%	3.0%
GSA	2,869	2,559	16.2%	21.4%	46.4%	47.0%	22.5%	14.0%	7.1%	11.8%	3.5%	3.2%	4.3%	2.6%
HHS	4,653	4,862	8.3%	15.0%	37.5%	42.5%	29.4%	20.5%	12.2%	13.2%	4.8%	4.8%	7.7%	4.0%
HUD	5,343	1,246	6.1%	10.3%	32.8%	35.6%	35.7%	23.0%	13.5%	19.8%	6.1%	6.9%	5.8%	4.5%
NASA	4,766	4,225	12.9%	23.3%	48.4%	48.1%	24.6%	15.8%	8.0%	8.3%	2.2%	2.4%	3.9%	2.0%
NSF	778	441	14.2%	21.3%	43.9%	41.9%	26.9%	18.0%	6.8%	11.9%	3.8%	5.2%	4.3%	1.7%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(25) Products and services in my work unit are improved based on customer/public input.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,899	100,656	8.4%	13.7%	37.8%	41.7%	31.4%	19.7%	12.0%	15.6%	4.8%	6.4%	5.5%	3.0%
OMB	249	249	6.7%	11.1%	39.5%	43.3%	31.9%	20.8%	10.7%	12.9%	4.8%	7.5%	6.3%	4.4%
OPM	1,539	1,311	11.2%	20.7%	41.7%	44.9%	24.4%	16.3%	10.6%	11.7%	5.7%	4.2%	6.4%	2.2%
SBA	1,661	881	6.2%	13.3%	34.8%	34.2%	32.2%	24.4%	13.7%	18.2%	7.3%	7.1%	5.9%	3.0%
SSA	1,172	1,023	5.1%	10.0%	27.4%	35.2%	36.2%	27.0%	14.5%	16.9%	8.3%	6.2%	8.6%	4.7%
State	1,272	689	12.1%	13.6%	36.6%	41.8%	32.5%	20.5%	10.9%	17.1%	2.6%	4.8%	5.4%	2.1%
Treasury	5,677	7,314	7.6%	11.3%	37.0%	38.7%	30.1%	20.9%	12.6%	17.6%	5.1%	6.9%	7.7%	4.6%
USDA	10,403	10,441	5.9%	10.2%	36.8%	42.3%	33.0%	22.2%	14.8%	16.6%	4.1%	5.2%	5.4%	3.5%
VA	3,344	2,388	10.1%	14.9%	36.7%	42.4%	33.6%	16.0%	11.3%	15.2%	4.2%	9.3%	4.1%	2.3%
Small Agencies	15,964	N/A	7.9%	N/A	35.3%	N/A	31.4%	N/A	12.2%	N/A	4.5%	N/A	8.7%	N/A
All DoD	40,193	32,559	9.9%	15.3%	42.8%	44.2%	29.2%	18.3%	10.5%	14.7%	3.7%	5.3%	4.0%	2.2%
Army	8,407	8,964	10.8%	14.7%	42.0%	42.5%	28.0%	19.5%	10.7%	15.3%	3.8%	5.4%	4.6%	2.6%
ACE	6,295	711	8.9%	16.1%	44.9%	47.8%	30.3%	18.6%	9.7%	11.8%	2.2%	3.6%	4.0%	2.2%
Air Force	8,696	6,545	8.9%	14.7%	40.4%	47.1%	32.3%	17.5%	10.6%	14.9%	4.2%	4.3%	3.7%	1.4%
Navy	9,512	9,043	9.5%	16.6%	45.5%	43.7%	28.1%	17.3%	10.2%	14.2%	3.2%	5.9%	3.6%	2.3%
Marine Corps	765	658	13.0%	13.1%	40.2%	39.9%	29.4%	19.7%	8.4%	18.1%	6.2%	7.7%	2.8%	1.6%
Other DoD	6,518	6,638	10.2%	14.8%	43.3%	43.0%	27.9%	18.4%	10.9%	14.6%	3.3%	6.3%	4.4%	2.9%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(26) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,906	100,656	7.3%	8.3%	35.3%	30.4%	27.2%	22.5%	18.8%	22.5%	9.4%	15.4%	2.0%	1.1%
AID	803	560	9.6%	6.6%	38.8%	28.8%	23.1%	26.9%	17.1%	23.6%	8.9%	13.8%	2.4%	0.3%
DHS	10,474	N/A	4.2%	N/A	23.8%	N/A	26.5%	N/A	24.1%	N/A	18.9%	N/A	2.5%	N/A
DOC	4,021	4,134	7.7%	8.1%	35.8%	33.0%	28.6%	22.8%	16.4%	21.5%	8.9%	13.0%	2.7%	1.4%
DOE	1,485	922	9.1%	9.0%	41.3%	36.2%	24.8%	20.7%	16.8%	20.5%	6.8%	12.7%	1.3%	0.9%
DOI	5,187	5,412	6.2%	8.3%	36.4%	32.6%	27.0%	22.7%	18.8%	21.9%	9.4%	13.1%	2.1%	1.4%
DOJ	7,701	4,363	5.5%	4.9%	33.1%	22.9%	28.5%	23.3%	20.0%	27.7%	9.8%	19.8%	3.0%	1.5%
DOL	4,082	4,105	6.8%	7.6%	32.8%	29.0%	26.1%	23.3%	20.6%	22.0%	10.7%	16.6%	2.9%	1.5%
DOT	4,950	3,003	5.7%	8.7%	33.8%	33.7%	28.7%	18.9%	19.4%	24.3%	10.9%	13.5%	1.6%	0.9%
EDUC	2,408	1,671	6.2%	7.6%	29.6%	26.8%	23.8%	19.6%	21.7%	25.5%	15.4%	18.9%	3.3%	1.7%
EPA	6,895	5,666	8.0%	8.1%	40.4%	34.0%	25.8%	22.0%	16.9%	21.6%	6.6%	12.9%	2.2%	1.4%
GSA	2,869	2,559	14.3%	15.4%	41.5%	36.4%	21.4%	19.5%	13.7%	16.1%	7.0%	11.2%	2.1%	1.4%
HHS	4,653	4,862	6.6%	10.1%	34.8%	28.3%	27.2%	24.1%	18.2%	21.4%	10.0%	14.7%	3.0%	1.5%
HUD	5,343	1,246	5.9%	6.1%	31.3%	28.3%	30.1%	22.0%	19.7%	23.5%	10.1%	17.8%	2.8%	2.5%
NASA	4,766	4,225	12.9%	14.1%	44.9%	41.8%	22.7%	21.1%	13.2%	15.4%	4.7%	6.9%	1.5%	0.7%
NSF	778	441	11.8%	11.2%	34.1%	27.6%	28.0%	23.3%	17.1%	23.7%	6.6%	13.2%	2.5%	1.0%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(26) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,906	100,656	7.3%	8.3%	35.3%	30.4%	27.2%	22.5%	18.8%	22.5%	9.4%	15.4%	2.0%	1.1%
OMB	249	249	15.1%	10.6%	45.0%	36.0%	20.3%	19.7%	15.4%	23.0%	2.8%	9.8%	1.5%	0.8%
OPM	1,539	1,311	7.6%	9.4%	32.7%	33.4%	26.9%	21.2%	16.8%	22.5%	12.5%	11.6%	3.4%	1.8%
SBA	1,661	881	5.2%	7.9%	29.1%	27.3%	26.5%	21.4%	22.7%	24.0%	13.3%	18.0%	3.1%	1.5%
SSA	1,172	1,023	4.2%	6.6%	28.1%	26.2%	29.2%	20.0%	22.4%	25.1%	14.2%	18.7%	1.9%	3.4%
State	1,272	689	8.1%	6.1%	37.1%	24.4%	25.6%	23.4%	19.1%	29.2%	7.2%	16.7%	2.8%	0.2%
Treasury	5,677	7,314	4.9%	7.0%	35.0%	26.7%	25.9%	23.3%	22.3%	24.1%	9.6%	17.8%	2.2%	1.2%
USDA	10,402	10,441	5.7%	6.3%	35.1%	32.6%	29.8%	25.5%	19.5%	21.2%	7.5%	13.2%	2.4%	1.1%
VA	3,344	2,388	9.3%	9.0%	37.7%	31.0%	26.7%	19.9%	15.3%	20.4%	10.0%	19.3%	1.0%	0.4%
Small Agencies	15,964	N/A	6.6%	N/A	31.3%	N/A	26.6%	N/A	20.9%	N/A	11.3%	N/A	3.3%	N/A
All DoD	40,195	32,559	8.5%	8.8%	37.8%	31.2%	27.3%	23.1%	17.8%	22.1%	6.8%	13.9%	1.8%	0.9%
Army	8,408	8,964	10.7%	8.6%	38.9%	31.6%	25.5%	23.8%	16.2%	22.2%	7.1%	12.9%	1.6%	0.9%
ACE	6,295	711	7.5%	10.9%	40.5%	31.7%	27.0%	24.5%	18.0%	20.8%	5.0%	11.2%	2.0%	0.9%
Air Force	8,696	6,545	8.1%	9.7%	37.2%	34.4%	27.3%	23.6%	18.6%	20.2%	7.1%	11.6%	1.6%	0.5%
Navy	9,511	9,043	6.9%	9.2%	37.8%	29.7%	28.7%	22.7%	18.6%	22.5%	6.1%	14.9%	2.0%	1.0%
Marine Corps	765	658	8.2%	7.3%	37.8%	23.4%	30.2%	20.9%	15.2%	25.6%	7.0%	21.4%	1.7%	1.3%
Other DoD	6,520	6,638	7.5%	6.6%	35.2%	28.8%	28.0%	21.4%	18.8%	24.5%	8.0%	17.7%	2.4%	0.9%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(27) High-performing employees in my work unit are recognized or rewarded on a timely basis.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,902	100,656	10.5%	9.6%	32.1%	30.4%	21.1%	19.4%	20.9%	23.5%	12.8%	14.2%	2.6%	3.0%
AID	803	560	12.7%	7.9%	39.6%	30.9%	17.7%	22.0%	16.5%	26.3%	11.3%	9.7%	2.1%	3.3%
DHS	10,474	N/A	6.3%	N/A	20.9%	N/A	19.5%	N/A	26.4%	N/A	24.2%	N/A	2.7%	N/A
DOC	4,021	4,134	15.8%	14.8%	41.5%	39.2%	17.2%	17.7%	14.2%	17.1%	8.2%	7.4%	3.1%	3.8%
DOE	1,485	922	13.3%	10.4%	35.7%	37.9%	21.5%	20.0%	17.5%	17.6%	10.6%	9.9%	1.3%	4.2%
DOI	5,185	5,412	9.4%	7.1%	32.7%	31.2%	20.8%	19.8%	22.5%	26.2%	12.1%	11.7%	2.6%	3.9%
DOJ	7,701	4,363	10.1%	8.1%	31.5%	28.0%	17.7%	17.3%	23.6%	25.4%	14.7%	17.8%	2.4%	3.5%
DOL	4,082	4,105	10.2%	9.3%	35.1%	31.9%	20.7%	20.2%	18.2%	21.0%	11.7%	13.0%	4.2%	4.7%
DOT	4,950	3,003	8.1%	7.4%	31.0%	28.1%	17.1%	19.9%	22.9%	25.8%	19.4%	16.3%	1.6%	2.6%
EDUC	2,408	1,671	13.2%	7.5%	31.1%	27.1%	18.3%	19.3%	18.0%	26.0%	14.5%	14.9%	4.9%	5.1%
EPA	6,895	5,666	14.9%	8.9%	40.7%	35.7%	19.4%	19.0%	14.5%	21.1%	7.4%	11.1%	3.1%	4.2%
GSA	2,869	2,559	17.8%	16.1%	34.0%	33.5%	19.9%	17.6%	16.7%	19.5%	8.4%	9.4%	3.2%	3.8%
HHS	4,653	4,862	10.9%	10.7%	32.3%	30.6%	20.6%	19.6%	19.3%	22.1%	12.7%	13.2%	4.2%	3.9%
HUD	5,343	1,246	11.7%	14.8%	34.9%	34.6%	19.7%	16.9%	16.8%	16.4%	13.4%	13.3%	3.6%	4.0%
NASA	4,766	4,225	16.0%	13.6%	42.9%	40.2%	19.7%	19.9%	13.7%	16.8%	5.5%	6.9%	2.2%	2.7%
NSF	778	441	22.9%	16.8%	37.2%	38.8%	20.4%	15.5%	10.7%	17.9%	4.9%	8.2%	3.8%	2.8%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(27) High-performing employees in my work unit are recognized or rewarded on a timely basis.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,902	100,656	10.5%	9.6%	32.1%	30.4%	21.1%	19.4%	20.9%	23.5%	12.8%	14.2%	2.6%	3.0%
OMB	249	249	16.9%	7.5%	44.9%	41.2%	15.6%	16.4%	14.5%	17.3%	7.3%	13.3%	0.8%	4.3%
OPM	1,539	1,311	8.5%	10.7%	26.9%	33.9%	22.9%	20.8%	21.5%	21.0%	14.5%	11.3%	5.7%	2.3%
SBA	1,661	881	7.4%	11.6%	28.2%	34.8%	21.5%	18.8%	23.1%	21.5%	15.5%	10.6%	4.3%	2.7%
SSA	1,172	1,023	12.2%	11.3%	35.9%	30.6%	20.3%	19.4%	16.4%	22.1%	13.0%	13.8%	2.3%	2.7%
State	1,272	689	12.9%	6.0%	29.7%	30.7%	22.3%	18.0%	20.0%	29.4%	10.7%	12.9%	4.5%	2.9%
Treasury	5,677	7,314	12.0%	10.1%	38.9%	35.5%	18.9%	17.3%	17.2%	21.3%	8.9%	11.0%	4.1%	4.8%
USDA	10,403	10,441	8.4%	6.5%	32.3%	30.6%	22.6%	22.5%	22.3%	25.0%	11.8%	12.3%	2.5%	3.2%
VA	3,344	2,388	9.5%	9.0%	26.3%	22.0%	23.6%	22.0%	25.6%	25.4%	13.1%	18.4%	2.0%	3.2%
Small Agencies	15,964	N/A	12.1%	N/A	34.1%	N/A	18.7%	N/A	19.4%	N/A	11.4%	N/A	4.3%	N/A
All DoD	40,192	32,559	10.9%	10.0%	33.7%	31.1%	22.2%	19.0%	19.7%	23.5%	11.1%	14.2%	2.4%	2.2%
Army	8,407	8,964	12.3%	10.0%	33.8%	30.0%	21.2%	18.7%	19.1%	23.7%	10.9%	15.1%	2.8%	2.6%
ACE	6,295	711	11.4%	10.6%	35.5%	35.3%	22.7%	20.6%	19.4%	20.9%	8.6%	10.8%	2.4%	1.7%
Air Force	8,696	6,545	9.9%	11.4%	33.8%	34.0%	23.5%	20.1%	19.8%	21.9%	11.5%	11.2%	1.5%	1.5%
Navy	9,511	9,043	9.7%	9.3%	34.0%	29.7%	22.3%	18.5%	20.3%	25.2%	11.4%	15.3%	2.3%	2.1%
Marine Corps	763	658	10.6%	7.2%	28.2%	25.0%	21.1%	18.1%	21.1%	23.8%	15.9%	22.8%	3.1%	3.1%
Other DoD	6,520	6,638	11.6%	9.0%	33.1%	30.8%	21.9%	18.3%	19.5%	23.4%	10.7%	15.6%	3.2%	3.0%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(28) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,887	100,656	9.2%	9.4%	32.9%	33.1%	24.4%	21.2%	19.8%	21.2%	10.6%	12.4%	3.0%	2.6%
AID	803	560	10.7%	8.9%	40.3%	33.4%	22.5%	23.2%	14.4%	24.1%	10.1%	8.1%	2.1%	2.4%
DHS	10,467	N/A	4.6%	N/A	19.5%	N/A	25.3%	N/A	27.9%	N/A	18.3%	N/A	4.4%	N/A
DOC	4,021	4,134	12.2%	12.2%	40.4%	40.6%	20.6%	19.0%	14.9%	17.0%	8.7%	8.6%	3.1%	2.7%
DOE	1,485	922	11.9%	10.7%	36.1%	42.2%	23.0%	18.8%	17.9%	16.0%	9.3%	8.0%	1.8%	4.3%
DOI	5,181	5,412	8.0%	7.3%	33.3%	34.8%	24.8%	21.8%	21.0%	22.3%	10.2%	10.0%	2.7%	3.8%
DOJ	7,701	4,363	8.1%	6.6%	27.8%	26.6%	27.1%	25.2%	21.2%	22.7%	11.3%	14.6%	4.4%	4.4%
DOL	4,082	4,105	8.9%	9.1%	32.8%	33.1%	24.5%	21.8%	19.1%	20.6%	10.8%	11.3%	4.0%	4.1%
DOT	4,950	3,003	7.3%	8.0%	30.5%	30.6%	21.8%	23.5%	22.4%	21.7%	16.2%	13.7%	1.9%	2.5%
EDUC	2,408	1,671	11.7%	8.0%	33.3%	33.4%	20.6%	18.7%	16.8%	22.7%	13.1%	13.2%	4.5%	4.0%
EPA	6,895	5,666	13.4%	9.0%	42.9%	40.0%	21.7%	20.0%	12.8%	18.8%	6.3%	9.4%	2.7%	2.8%
GSA	2,869	2,559	18.6%	17.3%	36.0%	38.4%	19.9%	17.6%	14.6%	15.8%	7.7%	7.8%	3.2%	3.2%
HHS	4,653	4,862	9.9%	10.0%	32.1%	34.8%	24.1%	23.4%	18.5%	17.9%	10.6%	10.6%	4.9%	3.2%
HUD	5,343	1,246	10.8%	12.2%	35.9%	38.7%	21.0%	18.1%	18.1%	15.2%	10.4%	11.9%	3.6%	3.9%
NASA	4,766	4,225	14.9%	14.4%	45.6%	46.1%	21.6%	19.9%	11.4%	12.5%	4.3%	4.9%	2.3%	2.2%
NSF	778	441	19.4%	14.8%	37.2%	40.9%	21.8%	17.5%	12.8%	17.2%	4.6%	6.7%	4.2%	2.8%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(28) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,877	100,656	9.2%	9.4%	32.9%	33.1%	24.4%	21.2%	19.8%	21.2%	10.6%	12.4%	3.0%	2.6%
OMB	249	249	13.9%	7.3%	43.9%	47.0%	22.7%	19.0%	10.1%	14.0%	7.7%	8.3%	1.7%	4.4%
OPM	1,539	1,311	7.7%	11.1%	27.3%	40.1%	24.8%	18.9%	21.5%	17.4%	13.6%	10.2%	5.2%	2.3%
SBA	1,661	881	6.8%	10.6%	27.0%	36.2%	24.2%	21.8%	23.3%	17.8%	14.9%	11.2%	3.9%	2.4%
SSA	1,172	1,023	11.0%	10.4%	36.9%	33.9%	23.2%	18.6%	14.3%	21.4%	12.2%	13.5%	2.5%	2.2%
State	1,272	689	11.9%	5.6%	31.1%	32.0%	24.8%	23.6%	19.8%	24.6%	8.3%	11.8%	4.0%	2.4%
Treasury	5,677	7,314	9.6%	9.6%	40.1%	39.9%	21.3%	18.9%	17.7%	18.5%	8.5%	9.9%	2.8%	3.2%
USDA	10,403	10,441	6.9%	5.8%	32.8%	34.2%	26.6%	25.0%	21.2%	21.2%	9.4%	10.6%	3.1%	3.1%
VA	3,344	2,388	8.9%	9.3%	29.9%	23.2%	24.1%	20.2%	22.8%	27.2%	11.5%	17.9%	2.7%	2.1%
Small Agencies	15,964	N/A	10.1%	N/A	33.6%	N/A	22.9%	N/A	18.2%	N/A	10.4%	N/A	4.7%	N/A
All DoD	40,188	32,559	10.0%	10.1%	35.0%	34.2%	25.1%	21.0%	18.4%	20.5%	9.1%	12.1%	2.4%	2.1%
Army	8,407	8,964	11.5%	9.7%	34.3%	33.3%	24.7%	21.1%	18.1%	20.4%	8.9%	12.9%	2.5%	2.6%
ACE	6,295	711	10.0%	11.2%	38.0%	39.2%	25.5%	18.5%	17.0%	18.3%	7.4%	11.0%	2.1%	1.8%
Air Force	8,693	6,545	9.0%	11.1%	34.2%	34.8%	26.0%	22.8%	19.3%	20.0%	9.3%	9.6%	2.2%	1.8%
Navy	9,511	9,043	8.7%	10.0%	36.2%	34.0%	25.6%	20.3%	18.4%	21.3%	9.0%	12.5%	2.0%	1.9%
Marine Corps	763	658	10.3%	8.0%	31.1%	27.3%	23.6%	19.7%	17.4%	24.4%	14.9%	18.9%	2.7%	1.7%
Other DoD	6,519	6,638	10.7%	9.2%	35.5%	34.5%	23.3%	20.3%	18.2%	20.4%	9.2%	13.3%	3.2%	2.4%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(29) Creativity and innovation are rewarded.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,895	100,656	7.9%	8.1%	28.2%	29.0%	28.8%	24.7%	20.6%	22.3%	11.3%	12.8%	3.1%	3.1%
AID	803	560	9.0%	8.2%	34.6%	31.9%	27.6%	25.2%	15.3%	22.0%	10.8%	9.2%	2.7%	3.5%
DHS	10,475	N/A	4.0%	N/A	17.1%	N/A	26.3%	N/A	28.7%	N/A	20.3%	N/A	3.5%	N/A
DOC	4,021	4,134	10.9%	10.4%	34.4%	34.1%	24.7%	23.3%	16.9%	19.5%	9.9%	9.0%	3.3%	3.7%
DOE	1,485	922	9.8%	8.9%	33.9%	32.2%	26.2%	24.8%	17.7%	20.2%	10.4%	9.8%	1.9%	4.0%
DOI	5,181	5,412	7.3%	7.0%	29.6%	30.4%	29.0%	25.2%	21.2%	22.8%	10.6%	10.7%	2.3%	3.9%
DOJ	7,701	4,363	7.7%	6.2%	28.1%	26.5%	26.7%	25.4%	22.8%	24.1%	11.9%	15.4%	2.7%	2.3%
DOL	4,082	4,105	7.4%	7.4%	27.9%	27.8%	27.4%	25.9%	20.5%	21.9%	13.0%	13.1%	3.8%	3.8%
DOT	4,950	3,003	5.7%	7.3%	26.0%	25.7%	28.5%	26.2%	21.2%	24.2%	16.3%	13.1%	2.3%	3.5%
EDUC	2,408	1,671	8.9%	6.6%	26.4%	26.9%	24.9%	24.2%	19.3%	22.3%	15.8%	15.8%	4.8%	4.2%
EPA	6,895	5,666	11.7%	8.2%	37.1%	34.5%	25.8%	23.9%	15.1%	19.0%	7.9%	11.2%	2.5%	3.2%
GSA	2,869	2,559	15.1%	14.2%	31.2%	33.8%	24.3%	22.2%	17.0%	16.5%	8.3%	9.8%	4.1%	3.6%
HHS	4,653	4,862	9.0%	9.1%	28.4%	29.5%	27.8%	25.5%	19.0%	20.3%	11.9%	12.5%	4.0%	3.1%
HUD	5,343	1,246	8.7%	9.3%	26.7%	29.6%	28.5%	23.4%	19.9%	18.6%	12.6%	13.6%	3.7%	5.4%
NASA	4,766	4,225	15.3%	14.6%	41.2%	42.5%	25.0%	21.9%	11.5%	13.6%	4.7%	4.9%	2.2%	2.5%
NSF	778	441	18.5%	15.5%	33.9%	31.9%	25.0%	23.0%	12.8%	15.3%	6.7%	9.5%	3.1%	4.8%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(29) Creativity and innovation are rewarded.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
All Survey Responses	147,895	100,656	7.9%	8.1%	28.2%	29.0%	28.8%	24.7%	20.6%	22.3%	11.3%	12.8%	3.1%	3.1%
OMB	249	249	15.0%	8.4%	47.6%	42.6%	18.1%	21.2%	11.9%	17.4%	5.8%	8.2%	1.5%	2.2%
OPM	1,539	1,311	6.6%	10.2%	23.9%	30.9%	29.0%	24.0%	20.3%	19.7%	14.7%	10.9%	5.5%	4.2%
SBA	1,661	881	5.9%	9.8%	24.5%	30.9%	26.4%	23.2%	23.6%	21.4%	15.5%	11.5%	4.1%	3.1%
SSA	1,172	1,023	6.8%	7.3%	28.5%	26.3%	30.6%	26.3%	17.4%	22.0%	13.8%	13.3%	2.9%	4.8%
State	1,272	689	12.8%	6.2%	29.9%	29.4%	25.4%	23.4%	19.0%	24.3%	9.8%	13.2%	3.0%	3.5%
Treasury	5,677	7,314	7.1%	7.1%	30.3%	31.8%	28.0%	22.9%	20.6%	22.1%	9.9%	12.1%	4.1%	3.9%
USDA	10,402	10,441	5.9%	5.6%	27.9%	29.4%	31.1%	27.2%	22.5%	22.9%	10.3%	12.1%	2.3%	2.9%
VA	3,344	2,388	8.2%	8.2%	25.2%	23.9%	30.1%	22.3%	22.6%	27.5%	10.4%	14.9%	3.5%	3.2%
Small Agencies	15,964	N/A	8.2%	N/A	27.8%	N/A	26.8%	N/A	21.0%	N/A	12.2%	N/A	4.0%	N/A
All DoD	40,189	32,559	8.5%	8.6%	30.2%	29.9%	30.0%	25.2%	18.8%	20.9%	9.7%	12.8%	2.8%	2.6%
Army	8,407	8,964	9.8%	8.2%	30.1%	29.1%	29.2%	24.5%	18.3%	21.6%	9.4%	13.5%	3.2%	3.0%
ACE	6,295	711	8.3%	8.7%	32.4%	33.5%	30.5%	25.7%	18.0%	20.0%	8.3%	9.5%	2.4%	2.6%
Air Force	8,694	6,545	8.2%	10.4%	30.2%	31.7%	30.8%	26.2%	19.0%	19.5%	9.7%	10.3%	2.1%	2.0%
Navy	9,510	9,043	7.6%	8.1%	30.4%	30.2%	31.0%	25.4%	19.0%	20.4%	9.3%	13.6%	2.6%	2.3%
Marine Corps	765	658	7.9%	6.4%	26.7%	24.3%	28.5%	22.2%	20.8%	27.2%	13.8%	18.2%	2.3%	1.7%
Other DoD	6,518	6,638	8.2%	7.1%	29.9%	27.4%	27.9%	25.0%	19.2%	22.6%	10.7%	14.5%	4.2%	3.4%

* # of Respondents is the unweighted count of responses to this question for each Agency (row).